

NSC Vision for CW

- Build on a successful and highly regarded program for organizational transformation.
- Place all USN/USMC CW efforts under one authority.
- Select, qualify, train and fund facilitators for all warfare communities in order to maximize efficiency by developing “universal facilitators”.
- Set a goal of 1 CW per unit biennially.



Issue: The CW program is seen as a distinct program within each community (aviation, ground, surface, subsurface) with no real buy-in from operational leadership and no funding.

Discussion: Each community has its own CW variant, with associated funding, scheduling, tracking, and qualification standards. This arrangement reduces the synergistic effects for standardization, funding requirements / availability, and lessons learned that could be realized by a single authority.

Recommendation:

- Create Culture and Human Performance Directorate (active/reserve/GS) at NSC which would act as the Model Manager for all four communities (aviation, ground, surface, and subsurface).
- All CW facilitators (active or reserve) will be attached to this directorate.
- Create a USMC unit at NSC that includes all four USMC Facilitators, that administratively reports directly to Deputy Commander or Commander, NSC (Senior Marine).
- POM for all future funding; in the interim, create reimbursable accounts at NSC that will include funding from each community.



Issue: CW program has inadequate number of trained active duty facilitators to meet demand.

Discussion: Because of the lack of manpower in all communities, added emphasis must be placed on creating billets. In aviation, one full-time and two collateral facilitators are not able to complete the required 44 CWs to meet the 140 annual goal (96 for reservists).

Recommendation:

- Provide proof of GWOT support to units ready to deploy, while using that information to justify ADSW funding/billet(s).
- Create a GS or contractor support billet(s) to augment force.
- Train facilitators to use across multiple warfare specialties to create more flexibility for fleet response and travel efficiency in high concentration areas.



Issue: Lack of funding support for program.

Discussion: Awareness is needed at the O6 command level and above on status of the CW program so they can understand the disparity between mandates and funding / manning levels that are allocated to the program.

Recommendation:

- Beginning 3rd Quarter 06: publish monthly statistics for all warfare specialties that lists:
 1. Number of requested CWs
 2. Number of completed CWs
 3. Difference in requested vs completed.
 4. Manning levels
 5. Funding levels
 6. Reasons for shortfall.
- Annually: publish goals, completed CWs, difference, funding allocation/shortfall, and manning levels/shortfall.
- Reports should be compiled by program manager and forwarded from Commander, NSC to: Director, HQMC(SD), Commander SURFFOR, Commander NAVRESFOR, Commander SUBFOR, Commander AIRFOR for consideration.



Issue: Reserve facilitators are not meeting goal of eight CW per facilitator per year.

Discussion: For FY-06, Reserve facilitators have completed 28 CWs (With 3 facilitators completing 20 of 28). Given this completion rate and assuming we will get extra funding for the facilitators doing more than 8 a piece, reserve facilitators will accomplish 88% of tasking. Realistically, this will be substantially reduced because our top 3 facilitators will most likely not receive a large amount of extra funding. There has been 1 CWs completed of a goal of 32 for USMC aviation, with two facilitators identified and under training. This will accomplish 6% of tasking for USMC aviation CWs.

Recommendation:

- Within 3 months, fill and train all USN reserve billets.
- By the end of FY-06, fill and train all USMC aviation facilitator billets and create CW unit at NSC to assist with attaining 140 CWs year.
- Create policy that facilitators must complete a minimum of 8 CWs per year as a part of their affiliation with reserve unit. Shortfalls, by facilitator, will be briefed at the end of the fiscal year to the Commander or Deputy, NSC or Director, HQMC(SD) as appropriate.



Issue: USN reserve facilitators may be filled by apply process.

Discussion: Unlike the past, USN reserve facilitators may be selected by the national apply process, instead of a local board. Continually turning over facilitators and getting reservists who are not screened for their ability to become a facilitator will be detrimental to the program. Without longevity in any part of the program (AD/Reserve/GS/Contractor), the program will have a more difficult time keeping lessons learned and standardization.

Recommendation:

- Commander, NSC should implore reserve leadership to allow facilitator selection via a local board instead of the national apply process.

